

Remuneration and Staff Report

Remuneration and Staff Report

Remuneration and Staff Report

Remuneration policy for all employees of the States of Jersey is determined by the States Employment Board (SEB). On behalf of SEB, the People and Corporate Services directorate provides an employer-side secretariat for the purpose of negotiation and consultation with the recognised trades unions and associations.

The States Employment Board (SEB) is responsible for the remuneration for all employees of the States of Jersey. Pay scales are published and cover the following groups of employees:

- Civil Servants
- Nurses and Midwives
- Manual Workers
- Workforce Modernisation Group
- Teachers
- Headteachers and deputies
- Prison Officers
- Fire and Rescue
- Non-Ministerial Departments
- Individual contract holders (normally senior civil servants)

In addition, The SEB are responsible for the remuneration of those who are office holders:

- Bailiff
- Deputy Bailiff
- Attorney General
- Solicitor General
- Viscount
- Deputy Viscount
- Judicial Greffier
- Deputy Judicial Greffier
- Greffier of the States
- Deputy Greffier of the States
- Master of the Royal Court
- Magistrate
- Information Commissioner

SEB has policies on pay and reward to ensure fairness and consistency, includes:

- Establish pay scales
- Job Evaluation
- Benchmarking
- Organisation design

Reward principles

Equal pay for equal work.

Pay should be fair and equitable, recognising the requirements of differing roles and the value they bring to the organisation. We have and will continue to use objective job evaluation methods to validate decisions on job level.

Market sensitivity

We recognise that we compete in the market for our people and that some skills have a market value that differ from others. We will ensure that we remain competitive and pay the right rate for the job.

Total reward approach

We take into account all elements that make up the employment deal when considering our approach to pay and reward.

Flexibility

We need to ensure that our pay structures provide us with flexibility for employees and for our future needs.

Performance and recognition

We will recognise both contribution and behaviours to build a performance culture linked to outcome-driven delivery.

Affordability and sustainability

We have a responsibility to our employees and to Islanders to maintain pay polices that are affordable and sustainable.

Socially responsible

The States Employment Board will be an accredited Jersey Living Wage Employer.

Pay awards and progression

How pay is uplifted and increased differs between pay groups. Each pay group is represented by trade unions who negotiate any annual increase. Most pay groups have pay scales that allow progression through a grade. It varies between groups on how progression occurs between automatic progression based on time served, through to requirements for training, qualifications and performance.

Council of Ministers Remuneration

As elected members of the Government of Jersey, Members of the Council of Ministers are entitled to remuneration. For 2021 States Members were each entitled to remuneration of £48,000.

As members of the States Assembly, the Council of Ministers are remunerated in line with that of other Members at rates set by the States Assembly.

Although States Members are treated as being self-employed for Social Security purposes the States also cover an equivalent amount to an employer's Social Security liability (up to 6.5% of the Social Security standard earnings limit) on behalf of the Members. This may not apply to all States Members, for example, Members who are claiming a Social Security pension or those who chose to exercise the married woman's election may not have a Social Security liability.

£000 Unless Otherwise Stated	1 January 2021 – 31 December 2021				1 January 2020 – 31 December 2020			
	Salary and Allowances	Other Remuneration	Pension Related Benefits*	Total	Salary and Allowances	Other Remuneration	Pension-related benefits*	Total
Senator John Le Fondré	45 – 50	0 – 5	0 – 5	50 - 55	45 - 50	0 - 5	0 - 5	50 - 55
Chief Minister								
Senator Lyndon Farnham	45 – 50	0 – 5	0 – 5	50 - 55	45 - 50	0 - 5	0 - 5	50 - 55
Minister for Economic Development, Tourism, Sport and Culture								
Senator Ian Gorst	45 – 50	0 – 5	-	45 - 50	40 - 45	0 - 5		45 - 50
Minister for External Relations and Financial Services (Start date 03/02/21) Known as Minister for External Relations (Until March 02/03/21)								
Senator Ian Gorst	45 – 50	0 – 5	-	45 - 50	45 - 50	0 - 5	-	45 - 50
Minister for External Relations and Financial Services (Start date 03/02/21) Known as Minister for External Relations (Until March 02/03/21)								
Deputy Susie Pinel	45 – 50	0 – 5	-	45 - 50	45 - 50	0 - 5	-	45 - 50
Minister for Treasury and Resources								
Deputy Jeremy Maçon	0 – 5	0 – 5	0 - 5	0 - 5	40 - 45	0 - 5	-	40 - 45
Minister for Children and Housing (End Date 09/02/2021)								
Deputy Russell Labey	40 – 45	0 – 5	0 - 5	45 - 50	0 - 5	0 - 5	0 - 5	5 - 10
Minister for Housing and Communities (Start Date 09/02/2021) Known as Minister for Housing and Communities (Minister for Children and Housing (Until 02/03/21)								
Deputy Richard Renouf	45 – 50	0 – 5	0 – 5	50 - 55	45 - 50	0 - 5	0 - 5	50 - 55
Minister for Health and Social Services								
Deputy Judy Martin	45 – 50	0 – 5		45 - 50	45 - 50	0 - 5	-	45 - 50
Minister for Social Security								
Deputy John Young	45 – 50	0 – 5		45 - 50	45 - 50	0 - 5	-	45 - 50
Minister for the Environment								

£000 Unless Otherwise Stated	1 January 2021 – 31 December 2021				1 January 2020 – 31 December 2020			
	Salary and Allowances	Other Remuneration	Pension Related Benefits*	Total	Salary and Allowances	Other Remuneration	Pension-related benefits*	Total
Deputy Kevin Lewis Minister for Infrastructure	45 – 50	0 – 5	0 – 5	50 - 55	45 - 50	0 - 5	0 - 5	50 - 55
Connétable Len Norman Minister for Home Affairs (Died on 01/06/2021)	20 – 25	0 – 5	0 – 5	20 - 25	45 - 50	0 - 5	0 - 5	50 - 55
Deputy Gregory Guida Minister for Home Affairs (Start Date 29/06/2021)	20 – 25	0 – 5		20 - 25	-	-	-	-
Senator Tracey Vallois Minister for Education (Resigned on 19/01/2021)	0 – 5	0 – 5		0 - 5	45 - 50	0 - 5	-	45 - 50
Deputy Jeremy Maçon Minister for Children and Education (Start Date 09/02/2021, Resigned 08/06/2021) Known as Minister for Children (Until 02/03/21)	15 – 20	0 – 5	0 - 5	15 - 20	-	-	-	-
Deputy Scott Wickenden Minister for Children and Education (Start Date 29/06/2021)	20 – 25	0 – 5		20 - 25	-	-	-	-
Deputy Carolyn Labey Minister for International Develop- ment	45 – 50	0 – 5	0 - 5	50 - 55	45 - 50	0 - 5	0 - 5	50 - 55

Senior officer remuneration

Executive Leadership Team

The States of Jersey Executive Leadership Team are those responsible for the leadership across the Government and Non-Ministerial Departments. Table 4 below provides the actual payments to the Executive Leadership Team (including informal attendees with standing invitation) who were employed in 2021.

Role	1 January 2021 - 31 December 2021					1 January 2020 - 31 December 2020				
	Salary and Allowances	Other Remuneration and benefits	* Pension Related Benefits	*** Loss of office and compensatory payments	Total	Salary and Allowances	Other remuneration and benefits	* Pension related benefits	Loss of office and compensatory payments	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Chief Executive Officer and Head of Public Service										
Charlie Parker (End date 31/03/21)	65-70	-	5-10	500-505	570-585	245-250	-	40-45	-	285-295
Paul Martin (start date 01/03/21)	205-210	5-10	-	-	210-220					
Chief Operating Officer										
John Quinn	175-180	5-10	25-30	-	205-220	165-170	5-10	25-30	-	195-210
Director General for Strategic Policy, Planning and Performance										
Tom Walker	150-155	-	20-25	-	170-180	140-145	-	20-25	-	160-170
Director General for Treasury and Exchequer (Treasurer of the States)										
Richard Bell	175-180	-	25-30	-	200-210	165-170	-	25-30	-	190-200
Director General for Health and Community Services										
Caroline Landon	185 – 190	-	25-30	-	210-220	170-175	-	25-30	-	195-205
Director General for Justice and Home Affairs										
Julian Blazeby (end date 31/10/2021)	140 – 145	-	20-25	-	160-170	140-145	-	20-25	-	160-170
Kate Briden ****(Acting DG from 15/10/21)	30 – 35	-	-	-	30 - 35					
Director General for Customer and Local Services										
Ian Burns	150-155	-	20-25	-	170-180	140-145	-	20-25	-	160-170

Role	1 January 2021 - 31 December 2021					1 January 2020 - 31 December 2020				
	* Salary and Allowances	Other Remuneration and benefits	** Pension Related Benefits	*** Loss of office and compensatory payments	Total	Salary and Allowances	Other remuneration and benefits	*Pension related benefits	Loss of office and compensatory payments	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Director General for Infrastructure, Housing and Environment										
Andy Scate (Acting DG from April 2020, permanent from 10/06/21)	160-165	-	25-30	-	180-190	105-110	-	15-20	-	120-130
Director General for Children, Young People, Education and Skills										
Mark Rogers (End date 31/12/2021)	185-190	-	-	-	185-190	170-175	-	-	-	170-175
Director General for the Economy										
Richard Corrigan	160-165	40-45	30-35	-	230-245	140-145	55-60	30-35	-	225-240
Group Director for External Affairs										
Kate Nutt	135-140	5-10	20-25	-	160-175	125-130	5-10	10-15	-	105-120
Director of Communications										
Dirk Danino-Forsyth	120-125	-	15-20	-	135-145	90-95	5-10	10-15	-	105-120
Chief of Staff										
Catherine Madden	145-150	-	20-25	-	165-175	140-145	-	20-25	-	160-170
Greffier of the States										
Mark Egan	145-150	-	20-25	-	165-175	140-145	-	20-25	-	160-170
Practice Director (Law Officers' Department)										
Alec Le Sueur	110-115	-	15-20	-	125-135	95-100	-	10-15	-	105-115

*The figure includes annual increases for 2020 and 2021 which were back paid in 2021

**The figure represents the employer pension contributions

***Loss of office previously reported under the category of other remuneration

Other Remuneration includes back pay, sickness benefit and other pensionable and non-pensionable pay adjustments and compensatory amounts

****Basic pay figure from October to December 2021

Fair pay disclosure

The following table provides details of pay ratios and multiples. The median remuneration is a form of average, representing the individual where 50% of employees earned more and 50% earned less. This is the mid-point of remuneration. The calculations are based on a full-time equivalent annual salary (including benefits, but not including pension contributions by the employer). This represents all employees on a permanent, temporary or fixed-term contract, but not including those on zero-hour contracts.

	2021	2020
Pay ratio between the highest paid employee and the lowest paid employee	18:1	19:1
Pay ratio between the highest paid employee and the median pay of all employees	6:1	6:1
Upper quartile Remuneration	£54,769	£55,626
Median remuneration	£42,972	£42,805
Lower quartile remuneration	£13,850	£13,084
Gender Pay Gap	10.80%	15.90%

*Gender Pay June 2020/2021 figures

Pension benefits

The Government administers three public service pension schemes, the Public Employees Contributory Retirement Scheme (PECRS or the Final Salary Scheme) and the Public Employees' Pension Scheme Pension (PEPS or the Career Average Scheme), these two schemes come under the umbrella of the Public Employees Pensions Fund (PEPF) and the Jersey Teachers' Superannuation Fund (JTSF). Employees of the Government and 30 admitted employers are members of the schemes.

The PECRS and the PEPS are the pension schemes for all public servants, with the exception of teachers, and has around 17,600 scheme members, of whom over 7,300 are employed and accumulating benefits.

Around 7,000 employees were accumulating pensions in the Career Average Scheme at the end of 2021. The Career Average Scheme of the PEPF provides benefits based on the pensionable earnings paid to the member each year and for non-uniformed members has a normal expected retirement age linked to the Social Security Pension Age, which is increasing to age 67. Non-uniformed employees contribute 7.75% of their earnings to the scheme. Uniformed employees have an earlier normal retirement age of 60 and contribute 10.1% of earnings.

There are only around 360 employees who continue to accumulate pensions in the Final Salary Scheme of the PEPF. These employees will reach their normal retirement age within four years. No new entrants can be admitted into final salary scheme.

The JTSF has around 2,900 scheme members, of whom around 1,200 are employed and accumulating benefits. JTSF is a final salary pension scheme with benefits based on length of service and final salary on leaving or retiring from the scheme. The scheme has an expected retirement age of 65 for new entrants. Teachers contribute up to 6% of their salaries into the scheme. The Government also makes an employer contribution of 10.8% of teacher pensionable salaries towards the costs of future pension accrual and a further employer contribution of 5.6% of pensionable salaries to meet the JTSF Pension Increase Debt.

The public service pension schemes in Jersey are not balance-of-cost schemes and the employer contribution is capped. Pension increases are subject to the financial position of the pension funds remaining satisfactory and are not guaranteed.

Pension Benefits Disclosure Table

Directors (ELT Member)	Annual Pension at retirement at 31/12/21	Annual Pension at retirement at 31/12/20	CETV at 31/12/21	CETV at 31/12/20	*Difference between 2020 and 2021 total CETVs
	£000	£000	£000	£000	£000
Mr R W Bell	45-50	45-50	974	902	72
Mr J Blazeby	5-10	5-10	112	78	34
Mr I Burns	20-25	15-20	359	316	43
Mr R Corrigan	10-15	5-10	176	135	41
Mr D Danino-Forsyth	0-5	0-5	29	12	17
Dr M Egan	10-15	5-10	172	139	33
Mrs K Halls-Nutt	10-15	5-10	125	99	26
Mrs C Landon	5-10	0-5	97	59	38
Mr A Le Sueur	30-35	25-30	721	579	142
Ms C Madden	85-90	80-85	1,587	1,526	61
Mr C Parker	10-15	5-10	N/A	176	N/A
Mr J Quinn	5-10	5-10	134	89	45
Mr M Rogers	N/A	N/A	N/A	N/A	N/A
Mr A Scate	60-65	50-55	1,038	873	165
Mr T Walker	35-40	30-35	648	559	89

* This figure comprises the movement in the Cash Equivalent Transfer Value (CETV) from the previous year. This represents the accrued pension fund available for the individual from which their pension benefit will be paid rather than the amount that will be paid as a pension benefit.

Lump sum

Members of PEPF can choose to exchange up to 30% of their pension for a lump sum upon retirement. For every £1 of annual pension given up, members will receive a cash sum of £13.50. As each individual may choose to exchange a different proportion, individual lump sums are not shown.

Cash Equivalent Transfer Value

The Cash Equivalent Transfer Value (CETV) represents the value of rights accrued in the scheme and is calculated based on a transfer to a private pension scheme. Transfer values payable from PEPF are subject to a market adjustment factor, which is derived from the future investment return of the Pension Fund. The general increases in transfer values shown above are due to an additional year of accrual of benefits in the PEPF. Comparative figures have been restated to use the same market adjustment factors applied at the end of 2021 in order to allow proper comparison between the two figures

Compensation on early retirement or loss of Office (Directors only)

Reason	2021		2020	
	Number	Amount	Number	Amount
Compensation for loss of office (compromise agreement)	0	0	2	*£692,500

* The 2020 figure includes a £500,000 payment for an agreement that was paid in 2021 but accrued in 2020.

Exit Packages (All States of Jersey Employees)

There was a total of 21 individuals who received £727,634 in severance and ex-gratia payments between them in 2021, in 2020 34 individuals received £1,282,709, in severance and ex-gratia payments between them, this is compared to 40 individuals receiving a total of £2,048,139 in 2019. This includes employees in the compensation figures. These payments were for compulsory and voluntary redundancy, loss of office, outsourcing roles, voluntary early retirements. The other reasons include conciliation payments, notice and contractual annual leave payments.

This includes all other exit packages that have not been disclosed elsewhere in this report.

Reason	2021		2020	
	Number	Amount	Number	Amount
Compulsory or Voluntary Redundancy	3	£352,100	9	£374,071
Loss of Office	5	£304,856	18	£808,173
Outsourcing of Role	-	-	6	£57,876
Other Reasons	14	£194,915		
Voluntary Early Retirement	-	-	1	£42,589
Total	22	£851,871	34	£1,282,709

Voluntary Release Scheme

The Voluntary Release Scheme re-opened for applications on Monday 20th September 2021 and remained open until Friday 26th November 2021. 129 applications were received from employees, and after initial assessment by line-managers, 22 business cases were submitted for formal consideration.

The business cases were reviewed by Treasury and Exchequer, and currently 17 business cases have been approved, and settlement agreements are being prepared.

The estimated cost of this initiative is circa £1m and recurrent annual savings in the region of slightly under £1m.

Employee report

The table below shows the number of directors and senior civil service staff, defined as civil service grade 15 and above, as a proportion of total year-end headcount.

The figures presented are for December headcount for departments and trading operations.

	2021				2020			
	Government of Jersey Core		Subsidiaries		Government of Jersey Core		Subsidiaries	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Directors (ELT)	15	15	13	11	15	15	13	13
Senior staff	109	109	16	13	105	104	11	11
Other staff	7,446	6,750	295	288	7,096	6,427	391	347
Total Staff	7570	6874	324	312	7,216	6,546	415	371

Headcount by area as at end of year

The number of employees as at 31st December in each of the years by employee and full-time equivalent roles.

Department	Headcount			
	2021		2020	
	Number of Employees	Full-time Equivalent	Number of Employees	Full-time Equivalent
Chief Operating Office	267	261	203	196
Children, Young People, Edu & Skills	2340	1,946	2,268	1,871
Customer and Local Services	323	303	287	268
Department for the Economy	33	32	N/A	N/A
Health and Community Services	2,475	2,294	2,371	2,194
Infrastructure, Housing and Environment	592	573	631	609
Justice and Home Affairs	756	731	744	721
Non-executives and legislature	217	201	213	196
Office of the Chief Executive	81	78	102	99
States Assembly	49	47	44	42
Strategic Policy, Performance & Pop.	113	97	96	92
Treasury and Exchequer	324	311	270	259
Subsidiaries	324	312	415	372
Total	7,894	7,185	7,644	6,919

Employee numbers

The average number of full-time equivalent persons employed are set out in the following table.

	2021				2020			
	Government of Jersey Core		Subsidiaries		Government of Jersey Core		Subsidiaries	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Fixed Term Employees	774	629	15	15	580	447	45	11
Permanent Employees	6,758	6,170	350	344	6,566	5,958	260	152
Total Employees	7,502	6,799	365	359	7,146	6,405	305	163

The average Headcount and FTE by area

Department	Average Headcount and FTE			
	2021		2020	
	Number of Employees	Full-time Equivalent	Number of Employees	Full-time Equivalent
Chief Operating Office	258	252.3	181	174.0
Children, Young People, Education and Skills	2,355	1,902.8	2,291	1,850.0
Customer and Local Services	314	294.6	279	259.4
Department for the Economy	33	31.7	N/A	N/A
Health and Community Services	2,471	2,288.1	2,393	2,196.1
Infrastructure, Housing and Environment	583	562.8	585	563.6
Justice and Home Affairs	797	771.8	741	714.8
Non-executives and legislature	216	198.8	215	197.8
Office of the Chief Executive	108	104.9	91	87.2
States Assembly (States Greffe)	48	45.4	37	35.8
Strategic Policy, Performance and Planning	96	89.6	91	85.4
Treasury & Exchequer	297	285.7	254	244.1
Total	7,576	6,829	7,158	6,408.2
Subsidiaries	365	357	305	163
Total	7,941	7,186	7,463	6,571.2

The average headcount is calculated by the number of employees on the last working day of each month throughout 2021.

Segmental analysis of employees

The tables below give details of the numbers of employees whose total remuneration exceeds £100,000, split by department and then by pay group. Remuneration includes salaries and wages, benefits and pension contributions paid by the States.

Segmental analysis of total remuneration of £100,000 and above by department

Number of Employees with total remuneration over £100,000 per year (excluding social security contributions)

Department	£100,000 - £149,999		£150,000 and over	
	2021	2020	2021	2020
Chief Operating Office	13	4	4	4
Children, Young People, Education and Skills	44	35	3	3
Customer and Local Services	3	3	1	1
Infrastructure, Housing and Environment	18	17	2	2
Health and Community Services	65	74	80	76
Justice and Home Affairs	20	22	2	4
Non-Ministerial	32	35	14	13
Office of the Chief Executive	16	12	5	4
Strategic Policy, Planning and Performance	11	14	4	4
Treasury and Exchequer	18	17	4	5
Total	240	233	119	116

Subsidiaries remuneration	2021	2020
100,000 - 119,999	24	28
120,000 - 139,999	24	25
140,000 - 159,999	3	3
160,000 - 179,999	0	3
180,000 - 199,999	3	4
200,000 - 219,999	2	3
220,000 - 239,999	1	3
240,000 - 259,999	1	3
260,000 - 279,999	0	1
280,000 - 299,999	0	0
300,000 - 319,999	0	0
320,000 - 339,999	1	0
340,000 - 359,999	0	0
Total	59	73

Notes:

1. These are roles as defined by the Employment of States of Jersey Employees (Law) 2005 Schedule 1.
2. These are senior civil servants and directors within the Government of Jersey, Non-Ministerial Departments

By Pay group

Remuneration and Pay

Number of Employees with total remuneration over £100,000 per year (excluding social security contributions)

Department	£100,000 - £149,999		£150,000 and over	
	2021	2020	2021	2020
Civil Servants	94	73	5	2
Nurses and Midwives	3	7	0	0
Doctors	44	46	74	74
Manual workers	1	0	0	0
Workforce Modernisation Group	1	0	0	0
Headteachers and deputies	33	22	0	0
Prison Officers	1	2	0	0
Fire and Rescue Services	1	1	0	1
States of Jersey Police	10	11	1	1
Non-Ministerial Departments	23	27	5	5
Office Holders ¹	4	3	8	8
Individual Contract Holders ²	25	41	26	25
Total	240	233	119	116

Pay by Band (excluding social security)

Department	£0 – £19,999	£20,000 – £39,999	£40,000 – £59,000	£60,000 – £79,000	£80,000 – £99,999	£100,000+	Total
Civil Servants	1,286	1,528	1,025	698	220	99	4,856
Nurses and Midwives	316	304	404	350	65	3	1,442
Doctors	83	48	35	18	9	118	311
Manual workers	216	434	250	38	2	1	941
Workforce Modernisation Group	101	44	85	50	1	1	282
Teachers	168	154	242	463	98	0	1,125
Headteachers and deputies	0	1	1	3	41	33	79
Prison Officers	3	13	52	49	3	1	121
Fire and Rescue Services	32	3	38	22	4	1	100
States of Jersey Police	10	15	42	116	24	11	218
Non-Ministerial Departments	50	7	5	0	0	28	90
Office Holders ¹	0	0	0	0	0	12	12
Individual Contract Holders ²	0	0	0	0	0	51	51
Total	2,265	2,551	2,179	1,807	467	359	9,628

Notes:

1. These are roles as defined by the Employment of States of Jersey Employees (Law) 2005 Schedule 1.
2. These are senior civil servants and directors within the Government of Jersey, Non-Ministerial Departments

Employees costs - Audited

The tables below provide a breakdown of employees across core Government and non-ministerial departments. A full breakdown of employee costs across the group can be found in note 4.8 Employees Costs.

2021 Year End FTE	Department	Salaries and Wages £000	Pension £000	Social Security £000	Total £000
261.3	Chief Operating Office	14,201	1,978	774	16,953
1,945.6	Children, Young People, Education and Skills	99,571	14,953	6,130	120,654
303.2	Customer and Local Services	13,117	1,973	813	15,903
532.9	Infrastructure, Housing and Environment	23,290	3,950	1,604	28,844
2,294.0	Health and Community Services	133,280	17,164	7,421	157,865
731.3	Justice and Home Affairs	38,255	5,789	2,340	46,384
200.8	Non-Ministerial	13,158	2,366	740	16,264
77.7	Office of the Chief Executive	7,619	1,113	388	9,120
31.7	States Assembly (States)	5,469	440	161	6,070
96.6	Strategic Policy, Planning and Performance	16,295	1,281	858	18,434
311.2	Treasury and Exchequer	15,958	2,460	950	19,368
6,833.0	Department Total	380,213	53,467	22,179	455,859
19	Jersey Car Parks	651	111	44	806
21.5	Jersey Fleet Management	853	132	58	1,043
40.5	Trading Operations Total	1,504	243	102	1,849
311.8	Subsidiaries	21,047	2,745	1,245	25,037
7,185.3	Total	402,764	56,455	23,526	482,745

2020 Year End FTE	Department	Salaries and Wages	Pension	Social Security	Total
		£000	£000	£000	£000
196	Chief Operating Office	10,419	1,478	589	12,486
1,871	Children, Young People, Education and Skills	96,784	14,270	5,891	116,945
268	Customer and Local Services	11,150	1,671	701	13,522
569.8	Infrastructure, Housing and Environment	26,378	3,677	1,607	31,662
2,194	Health and Community Services	125,857	16,548	7,293	149,698
721	Justice and Home Affairs	43,005	5,624	2,356	50,985
196	Non-Ministerial	13,424	1,974	784	16,182
99	Office of the Chief Executive	6,608	1,020	354	7,982
42	States Assembly (States Greffe) (Excluding States Members)	2,734	363	137	3,234
91.5	Strategic Policy, Planning and Performance	5,805	825	321	6,951
259	Treasury and Exchequer	13,344	2,21	718	16,276
6,508	Department Total	355,508	49,664	20,751	425,923
20	Jersey Car Parks	745	117	48	910
19	Jersey Fleet Management	862	120	56	1,038
39	Trading Operations Total	1,607	237	104	1,948
372	Subsidiaries	26,487	2,933	1,374	30,794
6,919	Total	383,602	52,834	22,229	458,665

By Pay Group

Pay Group	2021	2020
	£000	£000
Director's General, Judicial Greffe, Crown Appointments, Legislative Drafters and Other Personal Contract Holders	10,211	10,728
Civil Servants (Including A-Grades)	168,313	145,307
Doctors and Consultants	23,271	26,051
Energy Recovery Facility	1,608	1,583
Heads and Deputy Heads, Highlands Managers	6,557	6,702
Law Officers	3,564	3,125
Manual Workers	25,819	25,342
Nurses and Midwives	55,447	53,933
Other Health Pay Groups	4,846	4,855
Teachers and Lecturers	51,346	48,645
Uniformed Services	25,291	25,687
Youth Service	1,671	1,586
Subsidiaries	22,162	26,487
Other Accounting Adjustments	1766	5,086
Amount Shown in Other Employee Costs (see note 4.8)	895	(1,515)
Total Salaries and Wages	402,764	383,602
Pension	56,455	52,834
Social Security	23,526	22,229
Total	482,745	458,665

By Payment Type

Payment Type	2021	2020
	£000	£000
Ad Hoc Payments / Supplements	2,058	6,686
Basic Pay	372,661	351,952
Benefits	491	730
Business Expenses	50	29
Other Time Payments	317	264
Overtime	8,387	7,889
Relocation Expenses	242	299
Shift Allowances	12,242	11,448
Sickness Offsets From Social Security	(2,070)	(1,764)
Skill Related Payments	2,770	1,299
Standby Payments	2,311	2,206
Other Accounting Adjustments	2,505	4,079
Amount Shown in Other Employee Costs (see note 4.8)	799	(1,515)
Total Salaries and Wages	402,764	383,602
Pension	56,455	52,834
Social Security	23,526	22,229
Total	482,745	458,655

Employee sickness absence

Absence Type	Hours			Days		
	2021	2020	2019	2021	2020	2019
Sickness	426,531	265,227	313,986	57,639	35,841	42,430
CoronaVirus	36,823	167,880	-	4,976	22,686	-
Total	463,354	433,107	313,986	62,615	58,527	42,430
% Working Time Lost	4%	4%	3%	4%	4%	3%

Note: This table excludes subsidiaries companies' sickness

Employee well-being

A new contract with Occupational Health provider AXA was agreed and signed in November 2021 that included a number of negotiated improvements, notably increases in the required health surveillance offer, increases to new starter health assessments, increased on island presence of OHA and OHP's, improved administrative support and turn round times. The impact of Covid and increasing mental ill-health in some areas has led to more demand for counselling services which has been met by augmenting the AXA offer with a number of on island specialist providers being engaged to provide additional and specialist support as required. We have continued to expand our internal Mental Health First Aider (MHFA) network with additional training offered and have been actively promoting the Employee Assistance Offer (EAP) that is available 24/7.

The delivery of the annual winter flu vaccination programme for all employees other than those working in HCS (who have always previously administered their own programme for HCS staff) was managed through HCS this year with take up in line with previous years. A refined Wellbeing Strategy is in development with the People and Culture Plans held by departments now including dedicated sections on planned Wellbeing initiatives. The range of Wellbeing support available to all employees is promoted through our new internal Wellbeing magazine, titled 'Breathe' with the launch edition topping the most 'clicked' article on Our Gov and we use 'Wellbeing Wednesdays' to promote a wide range of Wellbeing articles, apps and resources

HCS well-being

Non-recurring funding was obtained from the Bailiff Covid Appeal Fund to develop a programme of wellbeing support for Health and Community services (HCS) staff. An HCS Wellbeing team including a senior counsellor and psychological wellbeing-practitioner have implemented wellbeing checks for all HCS employees who have tested Covid positive, one to one psychological therapy for HCS employees as well as delivering interventions to teams and managers to strengthen their resilience as they reconnect and return to business as usual.

An HCS Wellbeing Committee commenced in 2020 to co-ordinate and endorse the development of the employee wellbeing programme and act as an advisory forum about all wellbeing issues.

Expenditure on Consultancy and Temporary Employees

Consultants are hired to work on projects in a number of specific situations:

- where the Government does not have the skills set required
- where the particular requirement falls outside the core business of public servants
- where an external, independent perspective is required.
- When used appropriately, consultancy can be a cost-effective and efficient way of getting the temporary and skilled external input that the government needs.

Engagement of consultants is governed by financial directions/the Public Finances Manual.

Expenditure accounted for as consultancy and temporary employees was £1.3 million and £15.2 million in 2021 compared to £4.7 million and £9.3 million respectively in 2020. This analysis is based on the accounting definitions of spend on consultancy and temporary staff, which is not the same as spend with consultancy companies that can provide employees to operate within the organisation on a hired services basis.

A more detailed analysis of spend on consultants is published at six monthly intervals in response to Proposition 59/2019.